

January 10, 2005

To: Martha Lynch, C.P.P.B.  
Chief Procurement Officer  
Arizona Department of Commerce  
Fax 602-771-1200

Re: Your fax of 1/7/05 entitled, "Statewide Grant Writing Services C0002-05

Thank your for the above-referenced fax, which was received on 1/10/05. In the fax, you asked the following:

1. ***Please expand on DJT's role in writing Federal grants. What exactly was your function?***
2. ***Please delineate experience with responding to Requests for Proposals and Grant writing experience.***

You asked that these responses by sent no later than 12:00 P.M. (Phoenix Local Time) January 13, 2005 and indicated we may fax a response to your attention and send a hard copy as soon as possible.

Please consider the attached as response to these questions. We will send a hard copy of this same document, in the next mail. Please contact me at the below address and telephone number, if you have any further questions.

Regards,

Trudy C. Kilian, Partner  
DJT Consulting Group  
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**1. Please expand on DJT's role in writing Federal grants. What exactly was your function?**

**Experience in writing Federal Grants**

DJT Consulting Group currently includes four individuals who perform grant writing activities. Our collective experience in successful federal grant writing goes back to as early as 1988.

Between 1988 and 2004, DJT personnel have written over **40 successfully funded federal grant proposals** for a total of more than \$ 28.6M in funding.<sup>1</sup> *The Table at the end of this section provides a listing of these proposals, some of which were enumerated in our initial proposal.* Funding has been received as the result of our proposals from the following federal agencies:

➤ **Department of Housing and Urban Development (HUD)**

- Community Development Block Grants
- Continuum of Care
- Economic Development Initiative
- Emergency Shelter Grants
- McKinney Act
- Permanent Supportive Housing
- Shelter Plus Care
- Special Needs Assistance Programs
- SuperNOFA
- Supportive Housing
- Transitional Housing

➤ **Centers for Disease Control and Prevention**

- Domestic Violence Prevention Enhancement Leadership Through Alliances

➤ **Department of Health and Human Services (DHHS), including:**

- Office of Population Affairs, Office of Adolescent Pregnancy Prevention
- Administration for Children and Families

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<sup>1</sup> This number includes grant proposals whether written (a) for clients that contract with DJT Consulting Group or (b) for clients contracting outside of the realm of our company with one or more of the following DJT personnel: Dan Armenta, Jennifer Chien, Trudy Kilian or Sherry Bruning.

➤ **Department of the Interior**

- National Park Service, Urban Parks and Recreation Recovery

➤ **Department of Justice**, including:

- Office of Community Oriented Policing Services (COPS) programs
  - Secure Our Schools
  - COPS MORE
  - COPS AHEAD
  - Universal Hiring
- Violence Against Women Office

➤ **Health Resources and Services Administration**, (HRSA), including:

- Health Care and Other Facilities Grants

**Roles in Writing Federal Grants**

Depending upon the situation, the federal grant writing process may have included one or more of the following functions:

Federal Grant Writing Activities that have been performed by DJT Consulting Group personnel	
Item	Detail
1	Confer with clients. Discuss funding needs for agency, programs, services, projects. Help prioritize needs.
2	Research funding sources. Find grants/RFP's to meet clients needs. Review funding guidelines of selected sources.
3	Review client materials. These may include previous grant applications, project/services/program descriptions.
4	Help client decide if they will apply for grant, looking at (a) financial and personnel outlay to write proposal (b) grant deadlines, requirements and restrictions (c) likelihood of getting funded.
5	Discuss and agree on intended roles of DJT Consulting Group and other personnel in the grant writing process (client staff, other consultants, etc.).
6	Work up a "not to exceed" bid that outlines task elements, persons responsible for deliverables and due dates.

Federal Grant Writing Activities that have been performed by DJT Consulting Group personnel (continued)	
7	Manage the Project. This may include: (a) coordinate others' activities, monitor, revise their products; (b) maintain, update, coordinate "to-do" lists of tasks, timelines and deliverables; (c) hold proj. mgmt. meetings; (d) maintain necessary communications with Work Group members; and, (e) troubleshoot, on a timely basis, any issues that may delay successful completion.
8	Manage or complete elements of the process outlined below.
9	Develop basic proposal strategy and outline goals, objectives, budget
10	Attend Proposal Work Group meetings and/or participate in other communications
11	Communicate with "outside" entities as needed and as approved by client, including funding source, state Single Point of Contact and stakeholders.
12	Perform data collection, analysis, synthesis. This may include research or direct contact activities such as holding focus groups, creating and distributing surveys and/or meeting with key informants and other community members.
13	Perform public outreach and education regarding proposal. Garner community support/leadership support for proposal.
14	Write the grant narrative which may include such elements as: (a) the Proposal Summary (b) introduction of organization; (c) the problem statement (or needs assessment); (d) project objectives; (e) project methods or design, (may include logic models); (f) project evaluation; (g) future funding; and, (h) project budget.
15	Create, edit or finalize standard application materials. May include federal forms, such as (as applicable): SF-424, Application for Federal Assistance; SF-424A, Budget Information - Nonconstruction Programs; SF-424B, Assurances - Nonconstruction Programs; SF-424C, Budget Information - Construction Program; SF-424D, Assurances - Construction Programs; SF-LLL, Disclosure of Lobbying Activities; Certification regarding Debarment and Suspension; and, Race and Ethnic Data Reporting Form.
16	Create, edit or finalize specialized application materials. May include: cover letters; draft language for letters of support; scripts for videos; diagrams; graphics; charts; joint use/collaborative agreements; implementation plans; and, program policies and procedures.
17	Provide one or more drafts of proposal and supplemental document.
18	Submit proposal draft to an independent reviewer and discuss reviewer's comments with client. Make agreed upon changes.
19	Provide final documents.
20	Assemble grant package, copy and submit. (May include obtaining signatures)

Federal Grant Writing Activities that have been performed by DJT Consulting Group personnel (continued)	
21	Debrief with client. Review process and update plans for post-submittal activities, such as meeting with grant agency and getting support letters.
22	Help client agency prepare supplemental/ explanatory documents once proposal is submitted. Participate in conference calls/meetings.
23	If grant is awarded, help grantee complete contract.
24	Monitor contract requirements and deliverables, complete progress reports/forms

<b>Selected Federal Proposals written by DJT Consulting Group Personnel</b>				
<b>YEAR</b>	<b>Grant Agency (Full Name)</b>	<b>Grant Agency &amp; Program (brief title)</b>	<b>Proposal Title/Project Summary</b>	<b>Granted</b>
1988	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) Santa Clara County	HUD, CDBG, SCCo	Shelter and Supportive Services	\$7,000
1992	United States Department of Housing and Urban Development, Housing and Community Development Program, Shelter Plus Care	HUD, HCD, S+Care	County Shelter Plus Care Program	\$1,613,340
1994	United States Department of Housing and Urban Development	HUD	Shelter Construction	\$968,769
1994	United States Department of Housing and Urban Development Office of Special Needs Assistance Programs	HUD SNAP	Permanent Housing and Supportive Services for Homeless Disabled (PHSSHD)	\$842,519
1995	United States Department of Justice Office of Community Oriented Policing Services (COPS) AHEAD	COPS AHEAD		\$300,000
1995	United States Department of Justice Office of Community Oriented Policing Services (COPS) MORE for 1995	COPS MORE		\$192,696
1996	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) Santa Clara County	HUD, CDBG, SCCo	Reception Center Phase 2 Rehabilitation	\$145,000
1996	United States Department of Justice Office of Community Oriented Policing Services (COPS) Universal Hiring	COPS Universal Hiring		\$750,000
1997	United States Department of Health and Human Services (DHHS)	HHS	Transitional Housing	\$100,000

1997	United States Department of Health and Human Services, Office of Population Affairs, Office of Adolescent Pregnancy Prevention	HHS	Adolescent Pregnancy Prevention Program	\$157,353
1997	United States Department of Housing and Urban Development	HUD, CDBG, Sunnyvale	Rehabilitation of 250-bed Shelter and Family THP	\$52,839
1997	United States Department of Housing and Urban Development (HUD)	HUD, CDBG, Sunnyvale		\$8,494,112
1997	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) City of Santa Clara,	HUD, CDBG, Santa Clara	Rehabilitation of Shelter and Family THP	\$15,000
1997	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) City of Sunnyvale,	HUD, CDBG, Sunnyvale	Rehabilitation of Shelter and Family THP	\$50,000
1997	United States Department of Justice Office of Community Oriented Policing Services (COPS) MORE for 1996	COPS MORE		\$115,875
1997	United States Department of Justice Office of Community Oriented Policing Services (COPS) Universal Hiring	COPS Universal Hiring		\$375,000
1998	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) City of San Jose	HUD, CDBG, San Jose	New Community Center	\$500,000
1998	United States Department of Health and Human Services (DHHS) Administration for Children and Families	DHHS, ACYF	RHY Street Outreach Program	\$96,570
1998	United States Department of Housing and Urban Development Supportive Housing Program	HUD Supportive Housing	Continuum of Care	\$1,704,882
1998	United States Department of Housing and Urban Development, Continuum of Care for the Homeless	HUD, Continuum of Care	Transitional Housing Program	\$154,131

1998	United States Department of Justice Office of Community Oriented Policing Services (COPS) MORE for 1998	COPS MORE		\$6,194,000
1998	United States Department of Justice Office of Community Oriented Policing Services (COPS) School-Based Partnerships	COPS School-Based Partnerships		\$141,810
1998	United States Department of Justice Office of Community Oriented Policing Services (COPS) Universal Hiring	COPS Universal Hiring		\$750,000
2000	Health Resources and Services Administration, (HRSA)	HRSA		\$1,672,380
2000	United States Department of Housing and Urban Development, Supportive Housing Program	HUD-SHP	Short-Term Transitional Housing Program	\$62,575
2000	United States Department of Justice Violence Against Women Act	DOJ-VAWA		\$750,000
2001	U. S. Department of the Interior, National Park Service, Urban Parks and Recreation Recovery	UPARR	Children's Wonderland Park, Vallejo	\$291,500
2001	United States Department of Housing and Urban Development (HUD) Economic Development Initiative EDI Special Projects	HUD Economic Development Initiative	Landslide Mitigation	\$99,780
2001	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) City of Mountain View	HUD, CDBG, Mt. View	Shelter	\$18,000
2001	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) City of San Jose	HUD, CDBG, San Jose	Transitional Housing Program	\$122,755



2001	United States Department of Housing and Urban Development, Community Development Block Grant Program (CDBG) City of San Jose Community Development Block Grants	HUD, CDBG, San Jose	Transitional Housing Rehabilitation Project Phase II	\$406,536
2001	United States Department of Housing and Urban Development, Continuum of Care for the Homeless	HUD, Continuum of Care	Transitional Housing Program	\$56,642
2001	United States Department of Housing and Urban Development, Supportive Housing Program	HUD-SHP	Short-Term Transitional Housing Program	\$62,575
2001	United States Department of Justice Office of Community Oriented Policing Services (COPS) MORE	COPS MORE		\$500,000
2002	Health Resources and Services Administration, (HRSA) Health Care and Other Facilities Grants. CFDA 93.887	HRSA Health Care & Other Facilities	New Administrative Offices	\$492,243
2002	United States Department of Housing and Urban Development, Continuum of Care for the Homeless	HUD, Continuum of Care	Transitional Housing Program	\$56,642
2002	United States Department of Housing and Urban Development, Supportive Housing Program	HUD-SHP	Short-Term Transitional Housing Program	\$65,540
2003	United States Department of Justice Office of Community Oriented Policing Services (COPS) Secure Our Schools	COPS Secure Our Schools		\$60,000
2004	United States Department of Housing and Urban Development, Continuum of Care for the Homeless	HUD, Continuum of Care	Transitional Housing Program	\$56,642
2004	United States Department of Housing and Urban Development, Supportive Housing Program	HUD-SHP	Short-Term Transitional Housing Program	\$65,540

2004	Centers for Disease Control and Prevention (CDC) Domestic Violence Prevention Enhancement Leadership Through Alliances (DELTA)	CDC Delta	Training and technical assistance	\$60,000
Total Federal Funds received from these selected proposals				\$28,620,246

**2. Please delineate experience with responding to Requests for Proposals and Grant writing experience.**

Dating as far back as 1982, one or more of the company's personnel have responded to Requests for Proposals and grant writing. In addition to writing federal grants, company personnel have also written hundreds of grant proposals to other government entities (state, regional, local), to nonprofit corporations and to foundations. *Our personnel have achieved over \$66M in funding for our clients by writing grant proposals.*

*Please note: the Table in response to question 1 includes all the typical tasks DJT Consulting Group personnel performed in writing other, non-federal grant proposals. [For Table item # 15 (Create, edit or finalize standard application materials...) these materials would be different, depending upon the funding source.]*

Individual length of experience is as follows:

- Trudy Kilian: RFP and grant writing experience dating from 1982
- Dan Armenta: RFP and grant writing experience dating from 1985
- Jennifer Chien: RFP and grant writing experience dating from 1997
- Sherry Bruning: RFP and grant writing experience dating from 1998.

Some of this experience was garnered as an employee of a government, nonprofit or for-profit organization. Some of this experience was as an independent consultant. We all have experience in other activities related to developing resources for nonprofit, government or for-profit organizations such as conducting individual donor appeals, capital campaigns and fundraising events.

**The following sections of our original submittal also describe our company personnel's grant writing experience and expertise**

- 1.2. Grant Writing and Related Funding Expertise
- 1.3. Work References
- 1.4. Previous and Current Grant Awards
- 1.6. Resumes/Summary of Qualifications
- 2. Method of Performance
- 2.1. Project Examples
- Appendix
- Resumes

Rather than repeat all these items, we provide a few excerpts, below.

### **[Section 1.2. Grant Writing and Related Funding Expertise]**

DJT Consulting Group brings extensive experience in each area of writing, researching, managing, and securing grants for government agencies. Our firm can manage the entire proposal process or complete specific assignments. We can locate likely funding sources, advise whether opportunities are worthwhile to pursue, coach others in proposal development and recruit and manage subject matter experts and support staff.

#### *Obtaining New Funding and Variety of Funding Sources*

Collectively, DJT Consulting Group personnel have helped clients procure over \$80M in grants or fee for services contracts. Some awards were first-time grants from a new funding source. Others were new proposals to a known entity.

#### *Types of Efforts Funded*

Funds have benefited culturally diverse populations, businesses, customers, community residents, visitors and community/government agency clientele. Company projects have been related to community planning, organization development, construction and program service delivery. Below, we highlight some projects for which funding was received and funding sources for which proposals were submitted in specific topic areas.

- **Technology** projects funded include computers and software for a youth center and a senior citizens' program; mapping software for a city's economic development department, and a computer education program.
- **Social Services** projects funded include education (K-12, after school programs, private schools, higher education, alternatives, adult education); children's services (childcare, foster care, child abuse prevention, intervention), domestic/community/ school violence (crisis intervention, programs, shelters); runaway and homeless youth (services and shelters), substance abuse (prevention, intervention and outpatient, in-custody and residential treatment), mental health (crisis intervention, treatment) and women's services.
- **Human Services** (Personnel) projects funded include staff positions in numerous social services, housing and criminal justice proposals. Funding was also received for hiring consultants and providing workshops, conferences and training to benefit staff, volunteers and community leaders.
- **Education** projects funded include educational justice for minorities, youth violence prevention, educational attainment improvement, planning, joint-use library services, literacy education and children's education programs in shelters and treatment programs.

- **Housing** projects funded include construction, rehabilitation and service-related projects, such as shelters (youth, families, single men, single women, and special needs clients including domestic violence victims, HIV/AIDS victims, mentally ill and substance addicted individuals), motel-conversions into efficiency apartments, supportive housing, transitional housing, housing for HIV/AIDS victims, establishment of a county-wide housing trust fund, housing.

Also, in the "Work References" section of our original submittal, we provide the following examples of client grant writing projects:

**[From original submittal excerpts from Section 1.3. Work References]**

City of San Leandro

Sample Projects, Names and Types of Grants

Since 2000, DJT Consulting Group has had an annual contract with the City of San Leandro to provide grant-related services. DJT has provided funding research, made recommendations on which funders to approach, met with staff to decide on funding strategies, managed the entire grant writing process or performed portions of the project. *In the first three years of service, DJT helped the City obtain more than \$6,374,697 in grants, at a cost to the City of only \$237,226. This represents a return of **\$26.87 for every dollar in consultant fees.***

City of Los Angeles

Sample Projects, Names and Types of Grants

One project included working with a number of grant writers and other consultants on a package of proposals submitted to the Los Angeles County Metro Transit Authority "Call for Projects." "Broadway Sidewalks" was the name of the project element that DJT Consulting Group handled. The proposal was for \$2.6M. According to CRLA staff, the proposal was well received.

Unfortunately, MTA was forced to terminate the Call for Projects due to the state's budget crisis. This work included following specific instructions for communicating among consultants, for preparing documents so that they would be uniform in "look and feel" and in staying within a budget although project details changed.